



City of Greenville 2005 Goals

1. **Goal: Form Effective Partnerships**

- A. *Objective: Encourage cooperation and coordination among units of local government in Pitt County*

Action Item #1: Continue to develop effective working relationships with the Pitt County Commissioners and establish an annual meeting date

Responsibility: Mayor, City Council, City Manager

Timeframe: June 2005

Fiscal Note: \$300

Action Item #2: Continue to work with the Town of Winterville and Greenville Utilities Commission through the joint committee to address mutual issues of growth and utility service

Responsibility: Councilmembers Dunn and Little, City Manager

Timeframe: December 2005

Fiscal Note: To be determined

Action Item #3: Develop a more mutually beneficial mutual aid agreement with one neighboring fire-rescue department

Responsibility: Fire-Rescue Department

Timeframe: September 2005

Fiscal Note: To be determined

Action Item #4: Review current mutual aid agreements with all local law enforcement agencies and make revisions as necessary

Responsibility: Police Department

Timeframe: September 2005

Fiscal Note: To be determined

Action Item #5: Work with other local government agencies (East Carolina University, Pitt Community College, Greenville Housing Authority, Greenville Utilities Commission, and Pitt County) to form partnerships for Cooperative Purchase Agreements. These are contracts in which one agency issues contract with the understanding that all of the other agencies

will be extended the same prices. Examples of contracts would be vehicles (that are not on state contract), office supplies, and safety supplies.

Responsibility: Financial Services Department

Timeframe: December 2005

Fiscal Note: Anticipated savings

- B. *Objective: Continue partnership and form new partnerships with businesses, educational institutions, and nonprofits when opportunities exist*

Action Item #1: Identify continuing education needs of the workforce and explore partnerships with educational providers (East Carolina University, Pitt Community College, Shaw University, and others)

Responsibility: Human Resources Department

Timeframe: July 2005

Fiscal Note: To be determined

Action Item #2: Meet with President of Pitt Community College to insure coordination of plans

Responsibility: City Manager

Timeframe: May 2005

Fiscal Note: To be determined

Action Item #3: Continue to work with the Pitt County School Board on plans for improvements to Sadie Saulter School and a new school in the Bonners Lane Area

Responsibility: Planning and Community Development Department

Timeframe: October 2005

Fiscal Note: To be determined

Action Item #4: Continue to provide Community Development Block Grant and HOME funding to nonprofit agencies for implementation of the Consolidated Plan

Responsibility: Planning and Community Development Department

Timeframe: June 2005

Fiscal Note: \$200,000

2. **Goal: Organize City Services to Meet the Needs of the Citizens**

- A. *Objective: Transition to curbside refuse collection*

Action Item #1: Develop a feasibility study for City Council consideration

Responsibility: Public Works and Financial Services Departments
Timeframe: June 2005
Fiscal Note: No direct cost. Study performed in-house

Action Item #2: Develop an implementation/transition plan for City Council consideration

Responsibility: Public Works Department
Timeframe: September 2005
Fiscal Note: No direct cost. Plan developed in-house

Action Item #3: Implement Citywide curbside refuse collection program

Responsibility: Public Works Department
Timeframe: July 2006
Fiscal Note: Estimated direct cost of \$500,000 for rollout carts and loss of approximately \$1,000,000 in annual revenues, based on converting 11,000 accounts from back-yard fee (\$17/mo.) to front-yard fee (\$8/mo.)

B. *Objective: Accelerate execution of approved projects*

Action Item #1: Complete formation of Capital Projects Section within the Engineering Division

Responsibility: Public Works Department
Timeframe: September 2005
Fiscal Note: Positions currently budgeted. No new direct cost

Action Item #2: Develop realistic schedules for Capital Projects

Responsibility: Public Works Department
Timeframe: September 2005
Fiscal Note: No direct cost. Schedules developed in-house

Action Item #3: Develop Capital Project reporting system

Responsibility: Public Works Department
Timeframe: January 2006
Fiscal Note: No direct cost. System developed in-house

Action Item #4: Conduct regular progress meetings on major Capital Projects

Responsibility: Public Works Department
Timeframe: On-going
Fiscal Note: No direct costs. Currently a part of all ongoing construction contracts

C. *Objective: Consider more sharing between City and Greenville Utilities Commission*

Action Item #1: Develop list of areas and resources for potential sharing

Responsibility: Deputy City Manager

Timeframe: May 2005

Fiscal Note: No direct costs. List developed in-house

Action Item #2: Appoint staff committee to evaluate list

Responsibility: City Manager

Timeframe: October 2005

Fiscal Note: No direct costs. Committee evaluation developed in-house

Action Item #3: Develop report for consideration by Greenville Utilities Commission and City Council of areas for potential sharing

Responsibility: Staff Committee

Timeframe: February 2006

Fiscal Note: No direct costs. Study performed in-house

Action Item #4: Develop implementation/transition plan for consideration by Greenville Utilities Commission and City Council

Responsibility: City Manager

Timeframe: June 2006

Fiscal Note: To be determined

D. *Objective: Coordinate services and avoid duplication*

Action Item #1: Appoint staff committee to identify areas of duplication and coordinated services

Responsibility: City Manager

Timeframe: April 2005

Fiscal Note: No direct costs.

Action Item #2: Present report to City Manager outlining areas for coordinated services

Responsibility: Staff Committee

Timeframe: July 2005

Fiscal Note: No direct costs

Action Item #3: Develop reorganization plan for coordinated services

Responsibility: City Manager

Timeframe: September 2005

Fiscal Note: To be determined

E. *Objective: Improve internal training*

Action Item #1: Review existing training programs and develop list of areas in need of improvement

Responsibility: Human Resources Department

Timeframe: May 2005

Fiscal Note: No direct costs. Review completed in-house

Action Item #2: Develop implementation plan for changes to training programs

Responsibility: Human Resources Department

Timeframe: September 2005

Fiscal Note: To be determined

F. *Objective: Keep focus on transition of duties and retraining staff*

Action Item #1: Provide additional educational and development opportunities for incumbent employees to improve skills and preparedness for transition to different positions within the organization

Responsibility: Human Resources Department

Timeframe: On-going

Fiscal Note: To be determined

G. *Objective: One-stop shop for permits*

Action Item #1: Prepare a list of permits issued by the City that require multiple stops

Responsibility: Public Works, Planning and Community Development,
and Financial Services Departments

Timeframe: April 2005

Fiscal Note: No direct costs. Identification of permits performed in-house

Action Item #2: Prepare a report defining the impact of changes in multiple stop permitting – report to City Council

Responsibility: City Manager

Timeframe: September 2005

Fiscal Note: No direct costs. Study performed in-house.

Action Item #3: Develop implementation/transition plan for agreed-upon changes

Responsibility: City Manager

Timeframe: January 2006

Fiscal Note: No direct costs. Plan developed in-house

Action Item #4: Implement agreed-upon changes

Responsibility: City Manager

Timeframe: July 2006

Fiscal Note: Direct costs may be involved dependent on plan

3. **Goal: Increase the Technological Capability of the City**

A. *Objective: Track citizen concerns*

Action Item #1: Perform a needs assessment for an internal and external (web-based) system where citizens can log concerns and track the progress/status of their specific item registered by telephone, web page, or talking with a staff member. Internal system will provide routing of concern to specific area of the City for resolution.

Responsibility: Information Technology Department, City Manager

Timeframe: June 2005

Fiscal Note: No direct costs.

Action Item #2: Select a software solution

Responsibility: Information Technology Department

Timeframe: September 2005

Fiscal Note: Cost will range from \$8,000 to \$20,000 depending upon the chosen solution

B. *Objective: Enhance City web*

Action Item #1: Complete new page design, install content management system, convert existing web page content, train users on new content management system, and have users begin updating existing web information and providing new information.

Responsibility: Information Technology Department

Timeframe: April 2005

Fiscal Note: \$25,000 (in current budget)

Action Item #2: Work with users on prioritizing their web topics, perform needs assessment for web based software applications, select software applications and Click-to-Gov tools, and implement back-end software applications as needed.

Responsibility: Information Technology Department

Timeframe: August 2006

Fiscal Note: \$150,000 to \$250,000 cost of software and hardware

C. *Objective: Building Inspections technology enhancements*

Action Item #1: Assess the existing business environment of the permitting and inspections process and determine where efficiencies and streamlined processes can be implemented.

Responsibility: Information Technology Department and Building Inspections Division

Timeframe: May 2005

Fiscal Note: No direct cost to perform assessment.

Action Item #2: Select field computing hardware and implement HTE Field Inspections software applications

Responsibility: Information Technology Department and Building Inspections Division

Timeframe: November 2005

Fiscal Note: \$35,000

Action Item #3: Perform needs analysis for Click-to-Gov web permitting and implement HTE Click-to-Gov web permitting software application

Responsibility: Information Technology Department and Building Inspections Division

Timeframe: March 2006

Fiscal Note: \$35,000

D. *Objective: Consider technology enhancements in other departments*

Action Item #1: Evaluate a system for City Council agenda automation

Responsibility: City Manager, City Clerk, and Information Technology Department

Timeframe: September 2005

Fiscal Note: To be determined

- Action Item #2: Transition Planning and Community Development Department public meeting presentations into electronic format
- Responsibility: Planning and Community Development Department
Timeframe: April 2005
Fiscal Note: No additional direct costs.
- Action Item #3: Assess the feasibility of allowing employees to be able to access their pay information from a personal computer. This enhancement would eliminate time and effort spent on printing direct deposit stubs and then stuffing them into envelopes.
- Responsibility: Coordination between Financial Services, Information Technology, and Human Resources Departments
Timeframe: July 2005
Fiscal Note: To be determined
- Action Item #4: Move forward with the necessary steps to establish Positive Pay. Positive Pay will improve the current process of printing and distributing accounts payable checks and aid in eliminating the possibility of fraud.
- Responsibility: Financial Services Department
Timeframe: December 2005
Fiscal Note: \$7,500
- Action Item #5: Work with Wachovia Bank and City vendors to initiate on-line payables.
- Responsibility: Financial Services and Information Technology Departments
Timeframe: December 2005
Fiscal Note: To be determined

4. **Goal: Develop Understanding and Broader Citizen Participation in City Government**

A. *Objective: Develop a Citizens Academy*

- Action Item #1: Research successful models within North Carolina and the nation
- Responsibility: Public Information Officer
Timeframe: July 2005
Fiscal Note: No direct cost
- Action Item #2: Develop curriculum, written materials, schedule, etc.

Responsibility: Public Information Officer
Timeframe: October 2005
Fiscal Note: No direct cost.

Action Item #3: Advertising and promotion of the Academy and first class

Responsibility: Public Information Officer
Timeframe: January 2006
Fiscal Note: \$5,000 for initial startup, \$2,000 on-going

Action Item #4: Develop “Planning 101” curriculum for board members and citizens

Responsibility: Planning and Community Development Department
Timeframe: December 2005
Fiscal Note: \$3,000

B. *Objective: Develop a Youth Council*

Action Item #1: Research successful models within North Carolina and the nation

Responsibility: Human Relations Council
Timeframe: July 2005
Fiscal Note: No direct cost

Action Item #2: Develop curriculum, written materials, schedule, etc.

Responsibility: Human Relations Council, City Clerk
Timeframe: October 2005
Fiscal Note: To be determined

C. *Objective: Better distribution of existing City-originated public information*

Action Item #1: Consider feasibility and costs of broadcasting other City meetings conducted in the Council Chambers

Responsibility: Public Information Officer
Timeframe: September 2005
Fiscal Note: To be determined

Action Item #2: Research feasibility of in-house production of newscasts, special events, informational videos, etc.

Responsibility: Public Information Officer
Timeframe: December 2005
Fiscal Note: Video studio/field production hardware –\$200,000; video production technician - \$50,000

Action Item #3: Use utility bill to disseminate parking and business license information. Action at each renewal for license and periodically informing the public of licensing requirements and parking issues.

Responsibility: Financial Services Department

Timeframe: June 2005

Fiscal Note: Minimal cost

5. **Goal: Enhance Diversity**

A. *Objective: Reorganize government to reflect the community we serve*

Action Item #1: Appoint a staff committee to update and expand the City's Affirmative Action Statement

Responsibility: City Manager

Timeframe: April 2005

Fiscal Note: No direct cost

Action Item #2: Present revised Affirmative Action Statement to City Council

Responsibility: Human Resources Department

Timeframe: December 2005

Fiscal Note: No direct cost

Action Item #3: Provide additional educational and development opportunities for incumbent employees to improve preparedness for promotion

Responsibility: Human Resources Department

Timeframe: On-going

Fiscal Note: To be determined

Action Item #4: Support the work of the Greenville Fire-Rescue employee recruitment team

Responsibility: Fire-Rescue Department

Timeframe: On-going

Fiscal Note: \$3,500

Action Item #5: Plan and host an MWBE Workshop for MWBE vendors to come together and learn how to do business with the City. Develop relationships and directories of businesses for the web and public.

Responsibility: Financial Services Department
Timeframe: November 2005
Fiscal Note: \$4,000

B. *Objective: Celebrate the diversity of our citizens*

Action Item #1: Emphasize opportunities for different ethnic/racial groups to come together in positive opportunities through the programs sponsored by the Human Relations Council.

Responsibility: Human Relations Council
Timeframe: On-going
Fiscal Note: Funds included in current budget

Action Item #2: Increase participation in existing positive opportunities through public awareness, publicity, and targeted outreach efforts. Examples include, but are not limited to, the International Festival, Sunday in the Park, and July 4th Celebration.

Responsibility: Public Information Officer
Timeframe: On-going
Fiscal Note: Funds included in current budget

6. **Goal: Emphasize the Importance of Neighborhood Stabilization and Revitalization**

A. *Objective: Preserve/prevent deterioration of single-family neighborhoods for more sustainable communities*

Action Item #1: Create a Rental Property Registration and Certification Program (See Task Force on Preservation of Neighborhoods and Housing [TFPNH] recommendation #1)

Responsibility: Planning and Community Development, and Information Technology Departments and Neighborhood Services Division
Timeframe: January 2006
Fiscal Note: \$53,000.00

Action Item #2: Create a Code Enforcement Tracking System and Rental Property Database (See TFPNH recommendation #2)

Responsibility: Planning and Community Development, and Information Technology Departments and Neighborhood Services Division
Timeframe: January 2006
Fiscal Note: \$58,000.00

- Action Item #3: Revise the City's Code Enforcement and Appeals Process to promote consistency and capture the true cost of enforcement (See TFPNH recommendation #3)
- Responsibility: Planning and Community Development Department and Neighborhood Services Division
Timeframe: July 2005
Fiscal Note: \$85,000.00
- Action Item #4: Revise ordinances related to parking on unimproved surfaces to allow for on-the-spot ticketing; establish routine patrols (See TFPNH recommendation #4)
- Responsibility: Planning and Community Development Department and Neighborhood Services Division
Timeframe: July 2005
Fiscal Note: \$88,400.00
- Action Item #5: Revise ordinances related to noise to apply to all manner of disruptive noise; allow for on-the-spot ticketing (See TFPNH recommendation #5)
- Responsibility: Planning and Community Development Department and Neighborhood Services Division
Timeframe: August 2005
Fiscal Note: \$3,000.00
- B. *Objective: Set up pilot project in T.R.U.N.A. and all areas of City to increase homeownership*
- Action Item #1: Create economic incentives to encourage reinvestment in established single-family neighborhoods (See TFPNH recommendation #7)
- Responsibility: Planning and Community Development Department and Neighborhood Services Division
Timeframe: July 2005
Fiscal Note: \$60,000.00
- Action Item #2: Develop and empower neighborhood associations, including financial assistance to train leaders and build organizational capacity (See TFPNH recommendation #8)
- Responsibility: Planning and Community Development Department and Neighborhood Services Division
Timeframe: September 2005
Fiscal Note: \$71,000.00

- Action Item #3: Develop and adopt neighborhood plans to guide policy and investment decisions in older, established single-family neighborhoods (See TFPNH recommendation #9)
- Responsibility: Planning and Community Development Department
Timeframe: July 2005 – On-going
Fiscal Note: None
- C. *Objective: Identify ways to assist neighborhoods to convert multi-family to single-family*
- Action Item #1: Rezone predominantly single-family use neighborhoods to an “S district” classification (See TFPNH recommendation #6)
- Responsibility: Planning and Community Development Department
Timeframe: May 2005 – December 2005
Fiscal Note: \$4,500.00
- Action Item #2: Acquire substandard multi-family housing units for demolition or conversion to single-family owner-occupied dwellings; demolish or convert 10 units over the next two years
- Responsibility: Planning and Community Development Department
Timeframe: 2005-2007
Fiscal Note: \$800,000.00
- D. *Objective: More new housing in the 45-Block Revitalization Area*
- Action Item #1: Obtain buildable lots for construction of new housing units; construct 12 new houses for owner occupancy over the next two years
- Responsibility: Planning and Community Development Department
Timeframe: December 2006
Fiscal Note: \$660,000.00
- E. *Objective: Stay focused on revitalization block-by-block (MLK Jr. Drive)*
- Action Item #1: Continue to conduct activities on block-by-block basis, with bi-monthly updates to City Manager and City Council; focus on acquisition, demolition, new construction, and infrastructure improvements
- Responsibility: Planning and Community Development Department
Timeframe: On-going
Fiscal Note: \$1,500,000.00

- F. *Objective: Expand loan program for conversion of rental property*
- Action Item #1: Convert rental properties to owner-occupied housing; develop a Citywide down payment assistance program to assist 20 homebuyers over the next two years
- Responsibility: Planning and Community Development Department
Timeframe: December 2006
Fiscal Note: \$100,000.00
- G. *Objective: Have open lines of communication with Greenville Housing Authority – monitoring Section 8 distribution*
- Action Item #1: Hold quarterly staff meetings with Greenville Housing Authority to discuss mutual issues and goals related to redevelopment and housing
- Responsibility: Planning and Community Development Department
Timeframe: On-going
Fiscal Note: No direct cost
- H. *Objective: Assisted living*
- Action Item #1: Partner with developer(s) to develop and construct an assisted living center for elderly citizens in the 45-Block Revitalization Area
- Responsibility: Planning and Community Development Department
Timeframe: December 2006
Fiscal Note: Land acquisition and development costs to be determined
- I. *Objective: Follow through on plans (i.e. Parks/Recreation Plan, neighborhood parks)*
- Action Item #1: Amend the subdivision and zoning regulations to require recreation and open space reservations and/or dedications based on population impact
- Responsibility: Planning and Community Development Department
Timeframe: July 2005
Fiscal Note: None
- Action Item #2: Develop a financial and implementation plan for neighborhood parks
- Responsibility: Recreation and Parks Department
Timeframe: July 2006
Fiscal Note: None

Action Item #3: Update and amend the Parks Comprehensive Master Plan

Responsibility: Recreation and Parks Department

Timeframe: July 2007

Fiscal Note: \$30,000.00

Action Item #4: Prioritize the need and locations of neighborhood parks

Responsibility: Recreation and Parks Department

Timeframe: July 2007

Fiscal Note: None

J. *Objective: Develop a 20-30 year land plan*

Action Item #1: On an annual basis, conduct an internal review of the goals, objectives and implementation actions of the Horizons Comprehensive Plan

Responsibility: Planning and Community Development Department

Timeframe: December 2005

Fiscal Note: No direct cost

Action Item #2: Every five years, conduct an update of the Horizons Comprehensive Plan; amend goals, objectives, and implementation actions as necessary

Responsibility: Planning and Community Development Department

Timeframe: Begin update process in 2007

Fiscal Note: No direct cost

K. *Objective: Identify land needs around South Central High School*

Action Item #1: Update report entitled "Existing and Future Potential Residential Development in SW Greenville"; collect, analyze and monitor data

Responsibility: Planning and Community Development Department

Timeframe: July 2005

Fiscal Note: No direct cost

Action Item #2: Develop an area plan for the southwest quadrant of the City's planning jurisdiction, pursuant to the Horizons' recommendations re: vision area planning

Responsibility: Planning and Community Development Department

Timeframe: September 2005

Fiscal Note: No direct cost

L. *Objective:* *Disposition of excess property*

Action Item #1: Dispose of any excess property in the 45-Block Revitalization Area

Responsibility: Planning and Community Development Department

Timeframe: December 2006

Fiscal Note: Minimal direct cost

Action Item #2: Develop a citywide program for identification and disposal of unused City properties for sale, with regular notices of availability

Responsibility: Planning and Community Development Department

Timeframe: July 2005

Fiscal Note: To be determined

7. **Goal: Promote Economic Development in the City**

A. *Objective:* *Support and advocate investment for a vibrant and prosperous Center City*

Action Item #1: Adopt and implement the *Center City – West Greenville Revitalization Plan* as the guiding framework plan for future City activities and investment.

Responsibility: Redevelopment Commission, City Council, and
Affordable Housing Loan Committee

Timeframe: May 2005

Fiscal Note: \$5 million initial City investment with bond funds

Action Item #2: Foster partnerships with East Carolina University and Uptown Greenville for expanded uptown developments

Responsibility: Planning and Community Development Department

Timeframe: On-going

Fiscal Note: To be determined

Action Item #3: Explore acquiring former Park Theater for a community performing arts theater

Responsibility: City Manager

Timeframe: September 2005

Fiscal Note: To be determined

B. *Objective: Promote opportunities for small and minority businesses*

Action Item #1: Hold a business fair with Chamber of Commerce, Uptown Greenville, etc. to promote awareness and help create opportunities for small and minority businesses

Responsibility: Financial Services Department

Timeframe: October 2005

Fiscal Note: \$1,000

Action Item #2: Revise/update City's current MWBE program to increase and enhance outreach to small businesses

Responsibility: Financial Services Department

Timeframe: April 2006

Fiscal Note: To be determined

C. *Objective: Promote the City to retain and expand business/industry and provide quality jobs*

Action Item #1: Continue to work closely with Pitt County Development Commission, Chamber of Commerce, East Carolina University, Pitt Community College, University Health Systems, and others to retain and expand business and industry and to encourage job creation with full benefits

Responsibility: City Manager

Timeframe: On-going

Fiscal Note: To be determined as needed

8. **Goal: Provide a Safe Community**

A. *Objective: Create and implement community policing policies that increase public contact and improve the perception of the Police Department*

Action Item #1: Analyze current police service and allocation of resources in order to structure the Department to best provide community policing

Responsibility: Police Department

Timeframe: December 2005

Fiscal Note: No direct cost

Action Item #2: Allocate resources supported by analysis into the City budget

Responsibility: Police Department

Timeframe: July 2006

Fiscal Note: To be determined

- Action Item #3: Increase public contact by the command staff of the Police Department by attendance at more community organization meetings
- Responsibility: Chief of Police
Timeframe: On-going
Fiscal Note: No cost
- B. *Objective: Become more active in the prevention of juvenile violence in the community*
- Action Item #1: Implement Eddie Eagle program in conjunction with the Project Safe Neighborhoods and Department of Justice
- Responsibility: Police Department
Timeframe: July 2006
Fiscal Note: To be determined
- Action Item #2: Develop partnerships within the community and schools to implement an anti-bullying program in the schools
- Responsibility: Police Department
Timeframe: December 2005
Fiscal Note: To be determined
- C. *Objective: Strengthen crime prevention efforts by increasing participation in community watch programs*
- Action Item #1: Coordinate district officer participation with community watch programs
- Responsibility: Police Department
Timeframe: July 2005
Fiscal Note: Some overtime cost to be determined
- Action Item #2: Develop strategies with community watch leaders to advertise community watch meetings and activities
- Responsibility: Police Department
Timeframe: December 2005
Fiscal Note: To be determined
- Action Item #3: Develop and implement new crime prevention programs for community watch and other community based functions
- Responsibility: Police Department
Timeframe: March 2006
Fiscal Note: Minimal direct cost

Action Item #4: Organize ten active community watch programs

Responsibility: Police Department

Timeframe: July 2006

Fiscal Note: Minimal direct cost

D. *Objective: Strengthen preparedness for a major disaster*

Action Item #1: Partner with the Pitt County Red Cross to jointly provide training to the business community on emergency management and business survival from disasters

Responsibility: Fire-Rescue Department

Timeframe: September 2005

Fiscal Note: To be determined

Action Item #2: Rewrite the City's Emergency Management Operations Guidelines

Responsibility: Fire-Rescue Department

Timeframe: July 2006

Fiscal Note: No direct cost

9. **Goal: Develop Transportation Initiatives to Meet Community Growth and Ensure a Sustainable Community**

A. *Objective: Improve roads leading into and out of the City*

Action Item #1: Inventory condition of all State and City-maintained streets within the City

Responsibility: Public Works Department

Timeframe: September 2005

Fiscal Note: Direct cost estimated at \$75,000 for ITRE Street Condition Inventory Update

Action Item #2: Prioritize for improvement/repair based on condition survey

Responsibility: Public Works Department

Timeframe: December 2005

Fiscal Note: No direct costs. Priority established in-house on condition survey

Action Item #3: Develop schedule for repair of City-maintained streets (resurfacing program)

Responsibility: Public Works Department
Timeframe: December 2005
Fiscal Note: No direct cost. Schedule prepared in-house

Action Item #4: Meet with NCDOT to develop schedule for repair of State highways

Responsibility: Public Works Department
Timeframe: October 2005
Fiscal Note: No direct costs. Meeting and negotiations with NCDOT performed in-house

Action Item #5: Work with Greenville Urban Area MPO and NCDOT to promote construction of new roads

Responsibility: City Manager and Public Works Department
Timeframe: On-going
Fiscal Note: Will be direct reimbursable for some of these activities as part of the MPO Grant; otherwise, no direct cost.

B. *Objective:* *Develop initiatives/programs to reduce urban congestion*

Action Item #1: Conduct Congestion Management Study for the Greenville Boulevard/Memorial Drive Corridor

Responsibility: Public Works Department
Timeframe: September 2005
Fiscal Note: Estimated cost of study \$70,000 with \$56,000 reimbursable through MPO Grant.

Action Item #2: Meet with largest employers to discuss feasibility of staggered starts, and park and ride programs

Responsibility: Public Works Department
Timeframe: July 2005
Fiscal Note: No direct cost. Contact and discussions performed by in-house personnel

Action Item #3: Identify and prioritize most congested intersections and segments of road

Responsibility: Public Works Department
Timeframe: May 2005
Fiscal Note: No direct costs. Will work with in-house staff, NCDOT, and MPO to develop priority

Action Item #4: Develop preliminary plans and cost estimates to improve the highest priorities

Responsibility: Public Works Department
Timeframe: December 2005
Fiscal Note: Will require direct cost in engineering design fees. Costs dependent on number and size of projects. Some portion of costs may be reimbursable through MPO. Costs will be leveraged with available NCDOT funds.

Action Item #5: Continue to pursue formation of a Public Transportation Authority

Responsibility: City Manager and Public Works Department
Timeframe: December 2005
Fiscal Note: No direct cost. Staff works with Pitt County, East Carolina University, and PATS

Action Item #6: Amend the City's subdivision regulations to include specific requirements for street interconnectivity and development of a street collector plan

Responsibility: Planning and Community Development, and Public Works Departments
Timeframe: July 2006
Fiscal Note: No direct cost

C. *Objective:* *Promote/lobby for state and federal funding for local transportation improvements*

Action Item #1: Continue to work through the Greenville Urban Area MPO to publicize and lobby for the most important transportation needs

Responsibility: Mayor, City Manager, and Public Works Department
Timeframe: On-going
Fiscal Note: No direct costs anticipated; 80% of incurred costs reimbursable through the MPO

Action Item #2: Work with NCDOT Board members and local legislative delegation to promote the most important transportation needs

Responsibility: Mayor and Council, City Manager, and Public Works Department
Timeframe: On-going
Fiscal Note: No direct costs anticipated; 80% of incurred costs reimbursable through the MPO

10. **Goal: Maintain the Financial Stability of the City**

A. *Objective: Improve the format of financial information decision-making*

Action Item #1: Re-format the budget to a two-year budget that includes more allocations of cost back to the departments to include vehicle maintenance, telephone and radio maintenance and other costs that can be allocated to departments or enterprise funds

Responsibility: Financial Services Department, Information Technology Department, City Manager, and Public Works Department

Timeframe: July of 2005, first draft of a new budget manual complete. Decisions and allocations to departments prior to June, 2006 for direct cost of service.

Fiscal Note: \$45,000 for a new user fee study and cost allocation plan plus \$10,000 for a more professional budget document with summary budget pamphlets.

Action Item #2: Create staff investment committee to monitor investments, maximize interest earnings, review the investment policy, and provide direction regarding long-term investments

Responsibility: City Manager and Financial Services Department

Timeframe: February 2005

Fiscal Note: No direct cost

B. *Objective: Maintain excellent credit rating of AA*

Action Item #1: Adopt new Financial Policy Statement

Responsibility: Financial Services Department and City Council

Timeframe: July 2005

Fiscal Note: No direct cost

Action Item #2: Send the rating agencies updates of policies and procedures. Schedule visit with rating agencies every three years. Call them semi-annually to verbally let them know how the City is doing.

Responsibility: Financial Services Department

Timeframe: November 2005, new policy and plans for the \$20.8 million in GO Bonds. July 2005, new fiscal year budget adopted – email and communicate highlights of the new budget to Moody's and Standard & Poor's analysts. On-going communication

Fiscal Note: \$10,000 in travel to New York once every three years

C. *Objective: Long-term financial plans for capital spending*

Action Item #1: Propose new Certificates of Participation and new alternatives for leasing vs. buying equipment annually. Develop a formal vehicle replacement plan.

Responsibility: Public Works and Financial Services Departments

Timeframe: March 2006

Fiscal Note: To be determined

Action Item #2: Analyze Amendment One options for the City to finance some capital needs

Responsibility: Financial Services Department

Timeframe: March 2007

Fiscal Note: No direct cost

Action Item #3: Work with Pitt-Greenville Convention and Visitors Authority to develop a reserve policy for identified projects or capital needs

Responsibility: Financial Services Director

Timeframe: December 2005

Fiscal Note: No direct cost